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Personal-Inter Personal Effectiveness

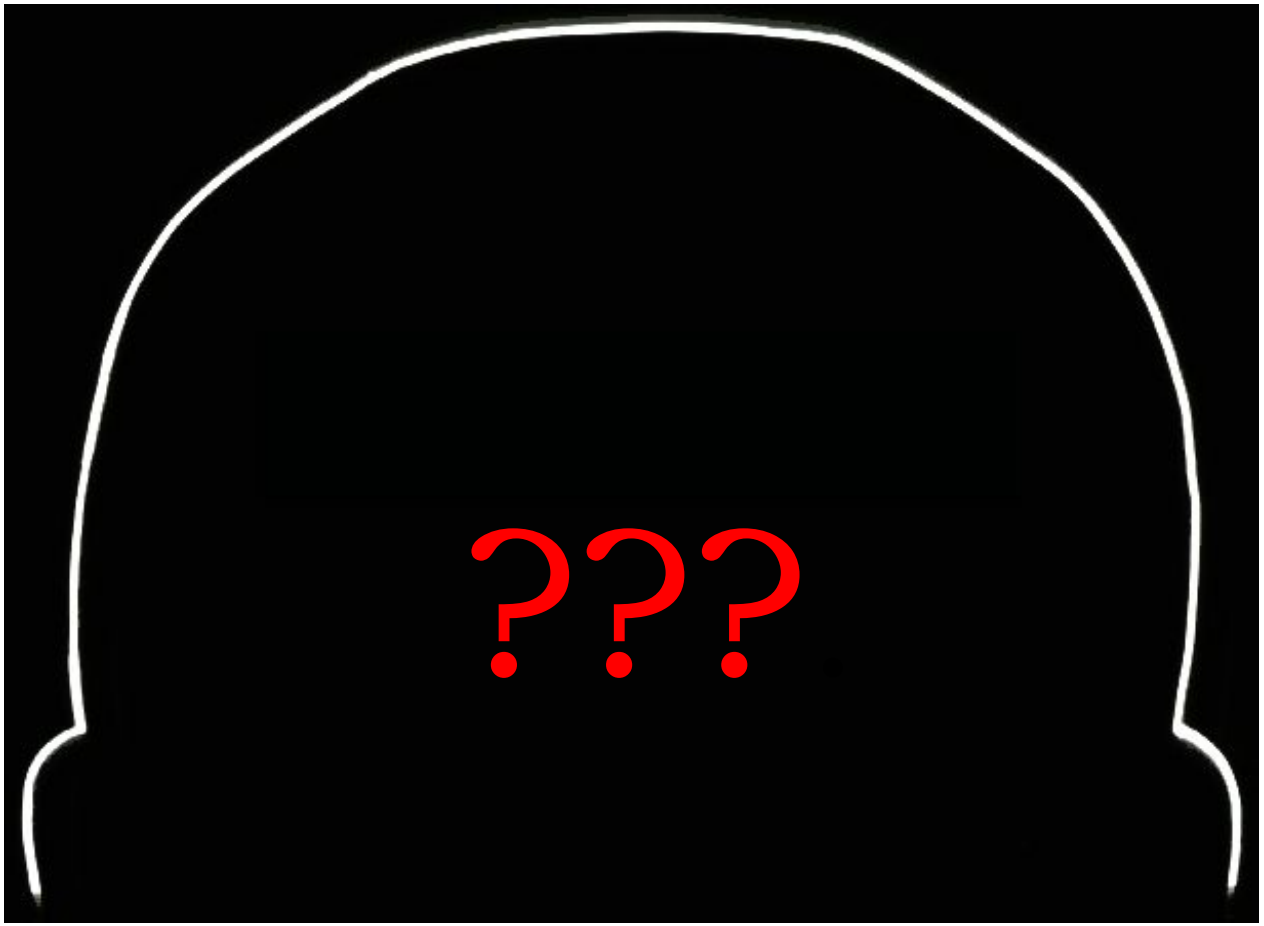
PIPE - By Deepak Bharara

LEVERAGING PEOPLE FOR TOMORROW...

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Personal - Inter Personal Effectiveness... What comes to your mind



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Personal - Interpersonal



All of us want Success & Happiness

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Interpersonal Relationship

Interpersonal Relationship is a strong, deep or close association or acquaintance between two or more people that may range in duration from brief to enduring.

This association may be based on inference, love, solidarity, regular business interactions or some other type of social commitment

Stages:

Acquaintance, Build up, Continuation, Deterioration & Termination stage. **Team Progression - Forming-Storming - Norming - Performing**

The basis of Interpersonal Relationship is the **TRUST**

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Interpersonal Relationship

We find that people with good interpersonal skills get along well, with people & circumstances

They connect with other people effortlessly, they seems to know the right things to say & they generally succeed in whatever they do

Good news is that it is possible for everyone of us to develop really effective interpersonal skills. A commitment to spend a little time working on improving interpersonal skills will pay huge dividends in our future life

Trust

Trust means where my vulnerability is safe in some one else hands. All relationship are trust relationship, trust comes out of trust worthiness

Trust is greater compliment than love

Relationship like a bank accounts, the more you deposit, greater they become. If you try to draw more than deposits it leads to disappointment

Factors to build Trust

- Respect
- Reliability
- Fairness
- Consistency
- Openness
- Acceptance
- Congruence
- Competence
- Integrity
- Character

Consequence of Poor Relationship

- Lack of communication
- Stress and irritation
- No team spirit
- Un cooperative behavior
- Lack of courtesy
- Close mindedness
- Lack of creditability
- Suspicion
- Isolation
- Poor heath
- Distrust
- Unhappiness and Anger
- Conflict
- Rude behavior
- Lack of integrity and honesty
- Not meeting deadlines
- Self centeredness
- Arrogance
- Frustration
- Prejudice

Difference between ego & pride

Difference between ego and pride

Ego is self intoxicating
Pride is a feeling of pleasure of accomplishment with Humanity

Ego gives swollen head pride gives swollen heart
Big head gives headache whereas big heart gives humility

Ego – The " I know it all" attitude

Egotism is the anesthetic that deadens the pains of stupidity Distrust

Difference between Selfness & self Interest

Selfishness is negative and destructive. It destroy relationship because it is based on negative values, it is win lose situation

Self interest is positive It welcomes prosperity, peace of mind good health and happiness, it is win win situation.
Jealousy is the sign of poor self esteem it leads to corrupting people

One should have open mind rather than empty mind an open mind is flexible, empty mind is dumping ground

Steps to build a Positive Interpersonal

- Accept Responsibility & stop blame game
- Be considerate
- Think win-win
- Choose your word carefully
- Don’t criticize and complain
- Smile and be kind
- Put positive interpretation on other’s behavior
- Be a good listener
- Be enthusiastic
- Give honest and sincere appreciation

Steps to build a Positive Interpersonal

- When we commit mistake let us accept & learn
- When other accepts mistakes give them a way out to save face
- Discuss but don' argue
- Don't gossip
- Turn your promises to commitments
- Be grateful but do not accept gratitude
- Be dependable and practice loyalty
- Avoid bearing grudges, forgive and forget
- Be honest and sincere with integrity

Steps to build a Positive Interpersonal

- Practice humility
- Be understanding and caring
- Practice courtesy everyday
- Develop a sense of humor
- Don’t be sarcastic and pull others down
- To have a friend be a friend
- Show empathy with others
- Belief in self
- Keep learning and acquire competence

Action Points

Commit to accept responsibility for your action and behavior

Identify specifically one area in each category where you will accept greater responsibility

- Home
- work
- Social life

What three items are you committing to practice from tomorrow

Johari window-Joseph luft/Hary Ingham

JW Model is simple & useful tool for illustrating & improving self awareness, & mutual understanding relationship between individual within a group. It is also used to assess & improve group's relationship with other groups

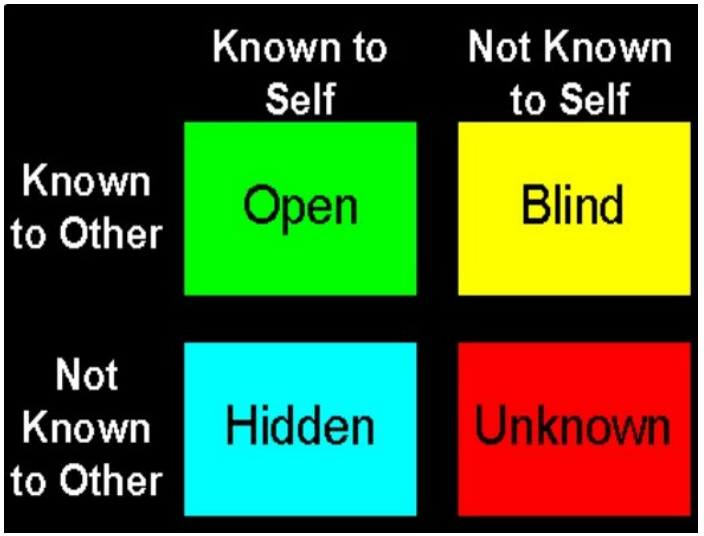
It helps to improve/influence:

- Soft Skills
- Behavior
- Empathy
- Cooperation
- Intergroup Development
- Interpersonal Development

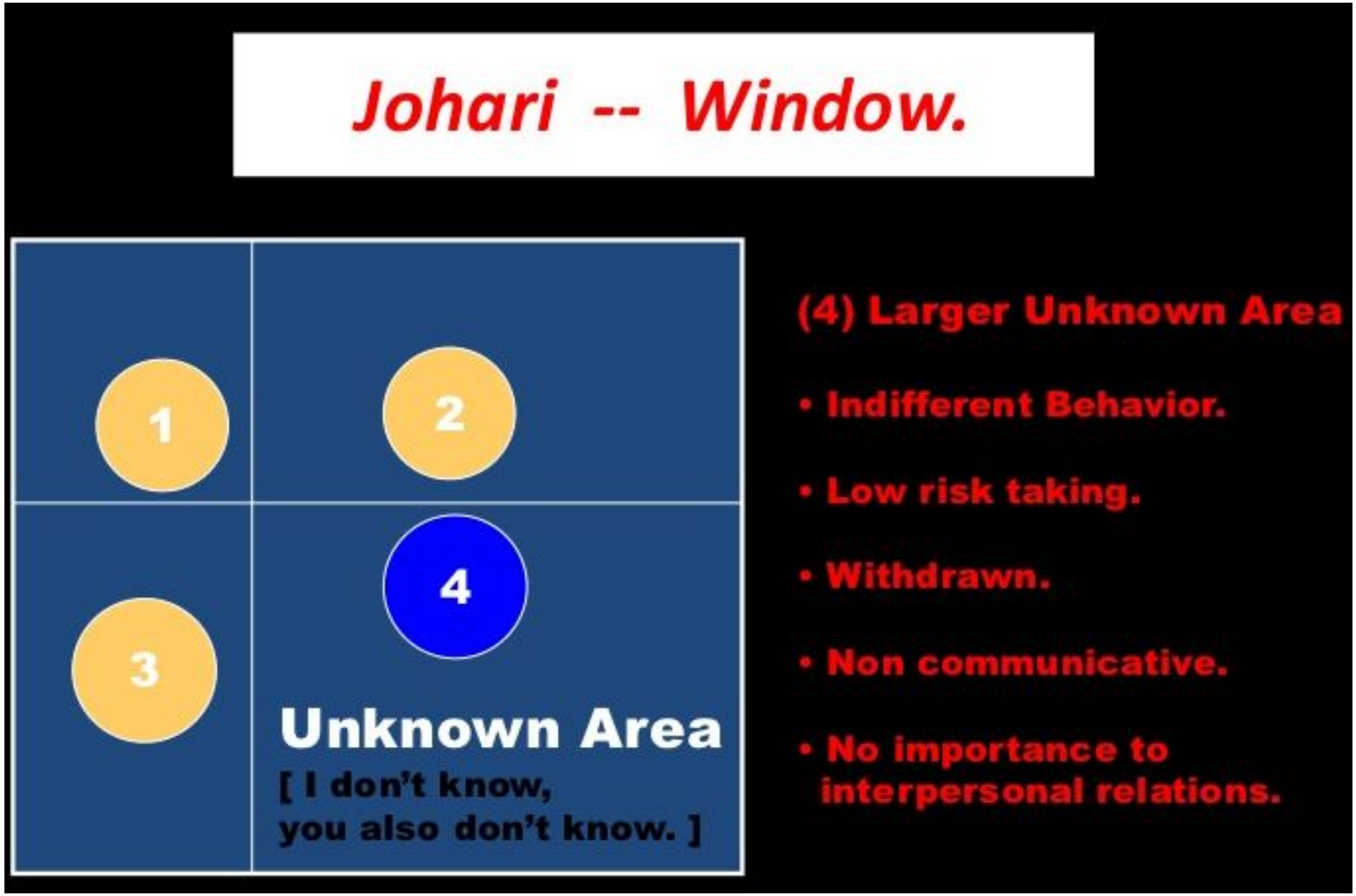
Johari window

JW is also known as disclosure/feedback model of self awareness. It represents information - feeling, experience, views, attitude, skills, intentions, motivation etc. within or about a person – in relation to their group, from four perspectives

- Open Area
- Open Self
- Free Area
- Free Self or the Arena

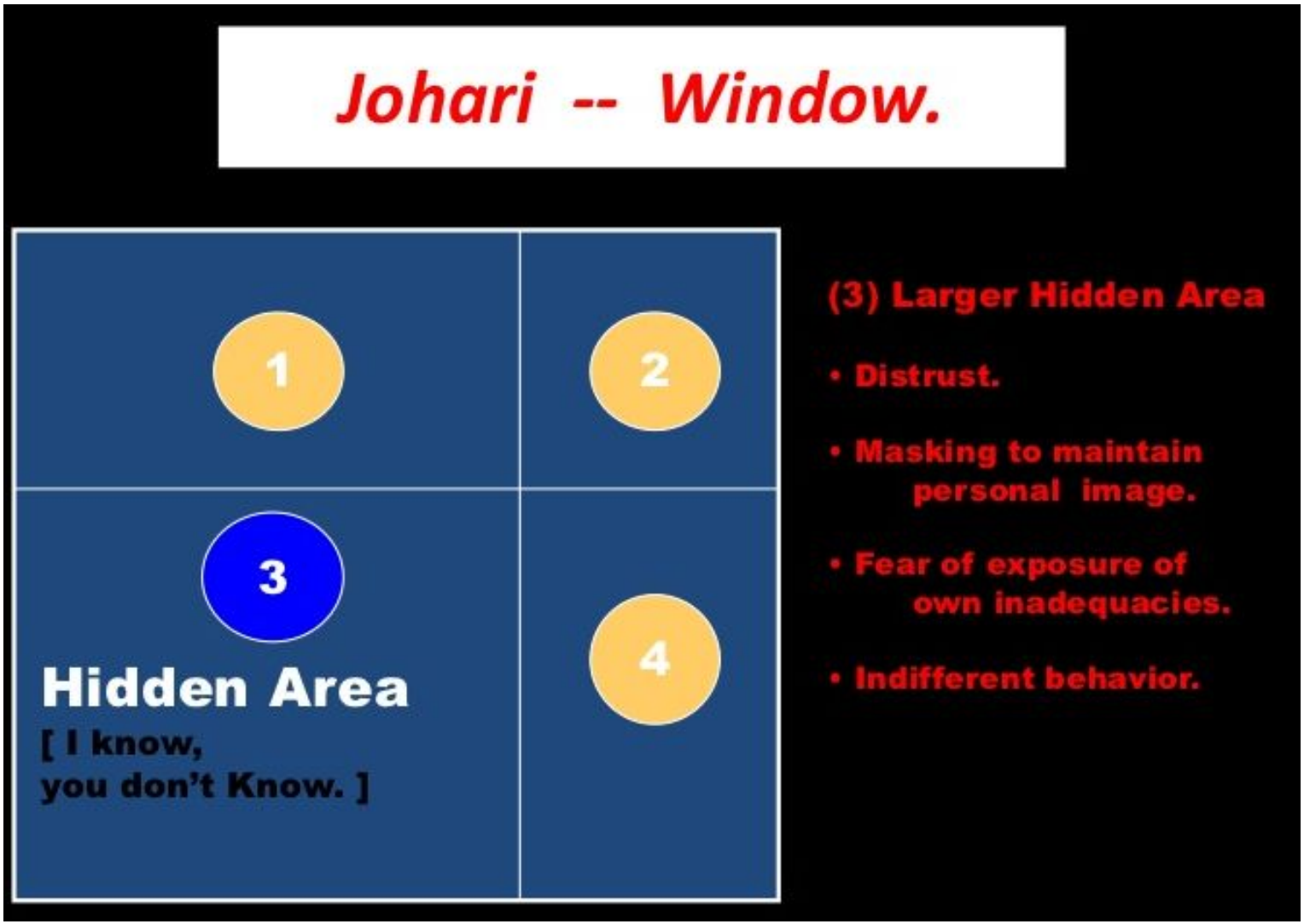


Johari Window



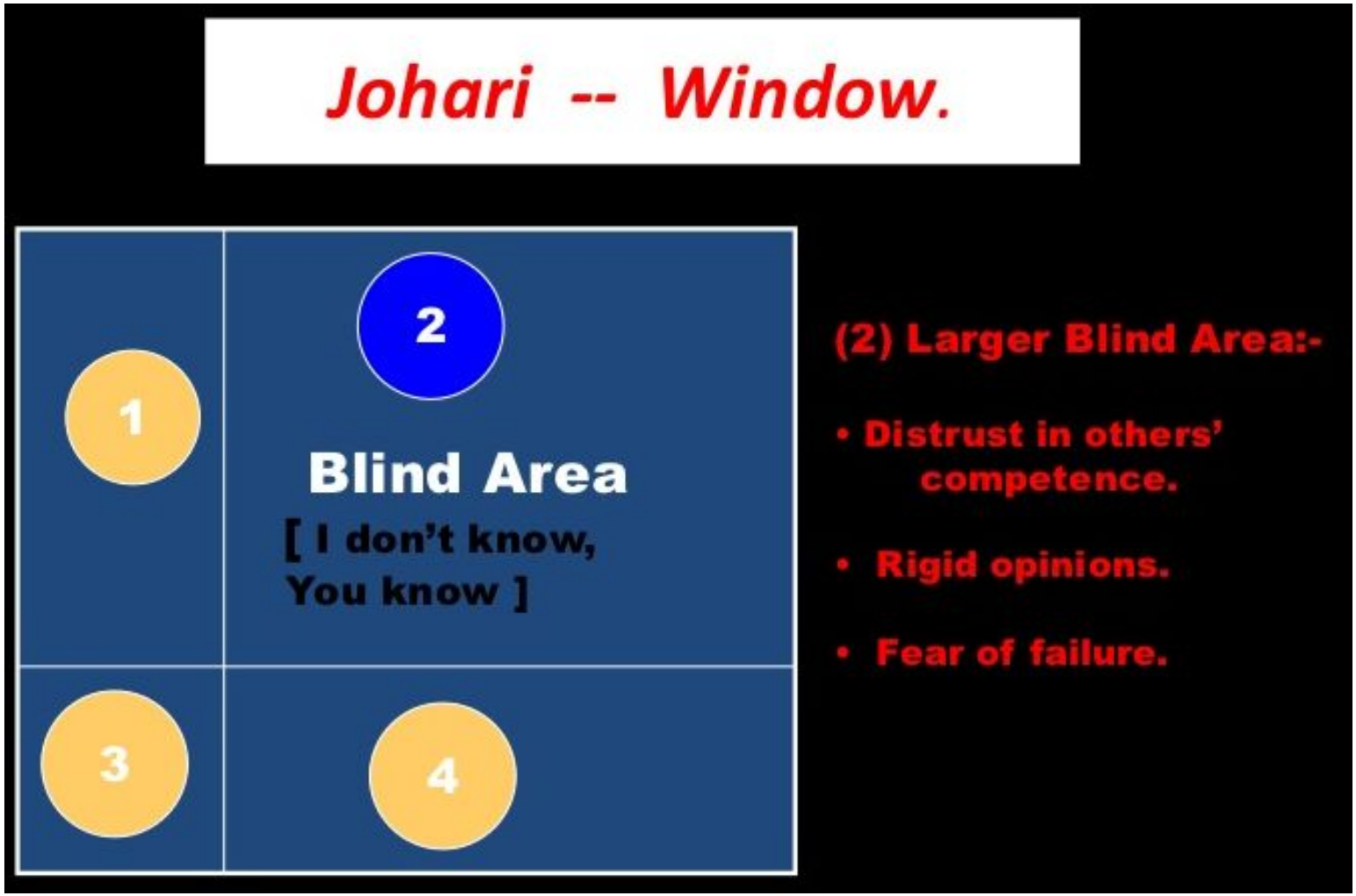
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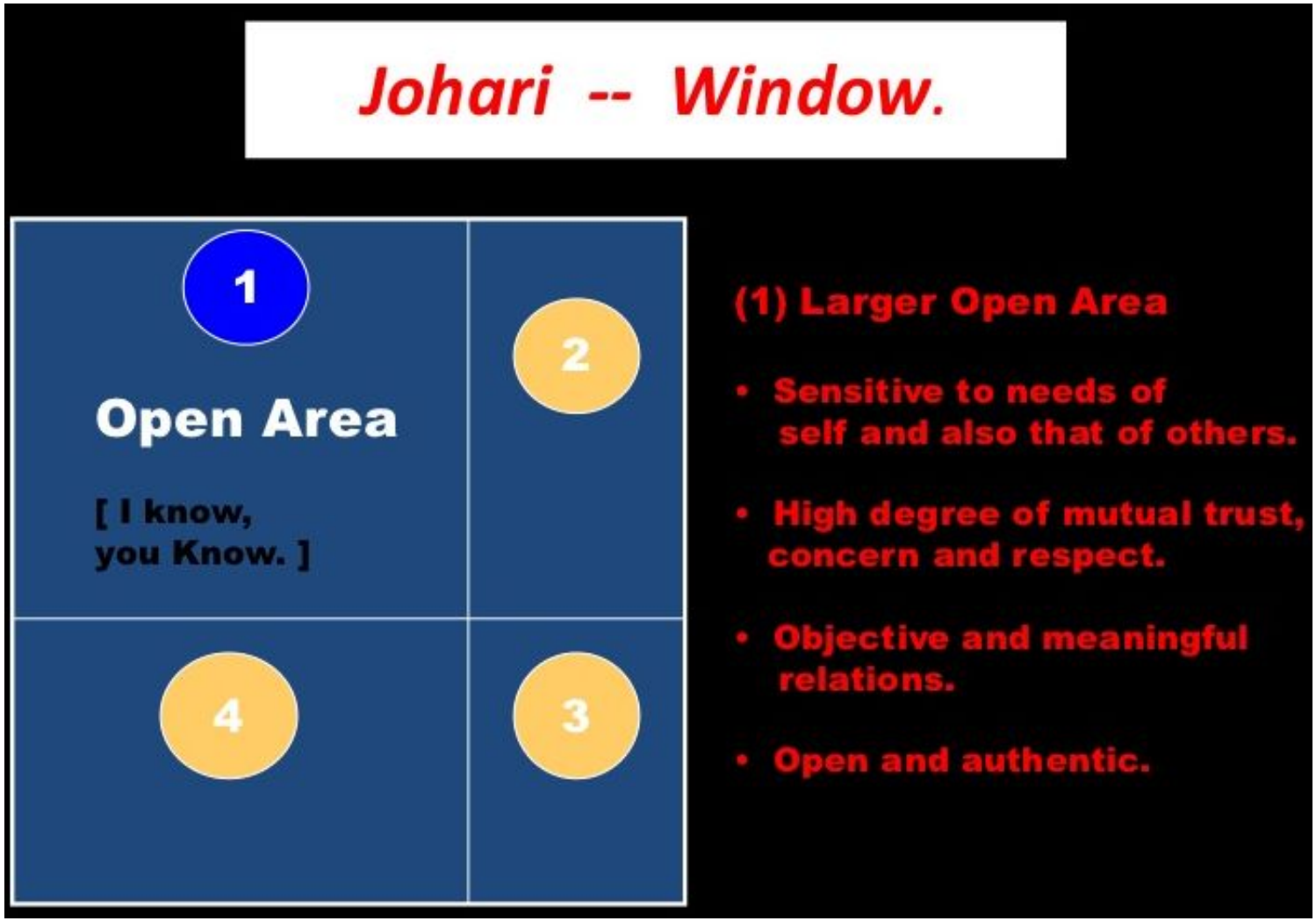


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Johari Window



Johari Window



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Drawbacks of Johari window

- Some thing are perhaps better not to be communicated (mental & health problem)
- Some people may pass on the information they received further than we desire
- Some people may react negatively
- Some people take personal feedback offensively
- Some cultures have a very open & accepting approach to feedback & others do not
- Using JW is not worth if it is not linked to the activities that reinforce positive behavior

Communication

Three kinds of thinking process:

Mechanical System Thinking - Solution oriented
Intuition – Local Optimization or seeing a Tree
Strategic Thinking – Transformation or changed configuration

In Communication:
Words plays - 7%
Tone of Voice plays - 38%
Non Verbal plays - 55%

Communication

We speak with our mouth, but we communicate with our whole body – Our body, our face, our hands or the way we sit or stand

To Communicate effectively we need to:
Coordinate the various dimensions of our body language to send a single message & Remember to interpret all the signals being used by others

Body language can help us to communicate the following:
Inform others of our attitude & emotional state
Reinforce & support our verbal message
Replace our verbal message, can mislead also

Communication Helps

- Setting personal Goals/Objectives
- Understand human motivation
- Developing the relationship
- Handling Resistance
- Managing Power of Personality
- Influencing the Groups
- Telephonic Communication
- Writing to Win

Let us examine them one by one……

Style of Influencing

- Helping others to reach right conclusion, with integrity
- Having some influence over an outcome
- Persuade others to do something you want them to do
- Convincing people that our suggestions are the best
- Selling Ideas & proposals to others
- Making people to change their minds & obtaining agreement to change
- Making convincing presentation
- Managing a project/Negotiating successfully
- Influencing Senior Groups/Group Meetings
- Convincing Internal Customers
- Managing Process & relationships
- Changing perceptions & design

Factors Important for Influencing

- Frame of mind
- Other person mood
- Age & gender
- Cultural Background
- Relationship level of your
- Experience & understanding of the subject
- Time of day, week or year
- Location of the meeting
- Their ability or desire to listen
- Willingness to be influenced by you
- Way in which they like to make decision

Know thyself

It is important to know self

- What greatest strengths & weakness as an influencer
- What would people say about your influencing skills

1. Show analysis to someone you know closely
2. Identify what skills you need to develop
3. Start action plan to reduce or eliminate your weakness

Object Setting

Objective setting brings personal discipline, commitment, practical value to re-think attitude towards goals/objective

Five steps approach:

- Think Positively
- Put yourself in charge
- Be very specific about the ways the objective to met
- What evidence to prove that you have achieved your objective; use all the 5 senses sight, sound, feeling at emotional & touch level, smell & taste
- Check integrity & acceptability of your objective

Understanding Human Motivation

Twenty basic Motivators

- Recognition
- Security
- Convenience
- Saving
- Profit
- Health
- Appetite
- Education
- Greed
- Fear
- Self Approval
- Culture
- Fashion
- Religion
- Love/ affection
- compassion
- Enjoyment
- Comfort
- Vanity
- Sex

Broadly divided into three heads, Values & Beliefs, Needs & Wants

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Understanding Human Motivation

Values & Beliefs

- Honesty
- Faithfulness
- Integrity
- Achievement
- Love
- Independence
- Self Esteem
- Self Belief
- Self Confidence
- Success

Understanding Human Motivation

Standard Needs

- To save money
- To avoid spending money
- To save time
- To save efforts
- To assert oneself
- To be secure
- To be independent
- To Act
- To make more money
- To gain a discount
- To make the right decision
- To meet a specifications
- To be superior
- To defend/preserve
- To discover
- To conquer/ win

Understanding Human Motivation

Wants

- To be first
- To win a negotiation
- To have the cheapest solution
- To be different
- To be liked
- To possess or collect
- To imitate and identify
- To have the best
- To gain something for nothing
- To be envied
- To be more comfortable
- To feel pleased and Happy
- To do nothing
- To have the most expensive solution

Asking the right Questions

- Plan, put yourself in the other person shoes
- In face to face or telephone communication, questions are valuable tool
- Learn question styles. Notice which are more or less productive
- Learn to use super questions: when information is missing, when people respond with apparent rules, limitation statements or generalizations or when reality is distorted
- Improve your listening skills through good eye contact, congruent body language and noises off. Use reflective questions

Asking the right Questions

Categories of Questions:

- Open Questions
- Closed Questions
- Reflective Questions
- Multiple Questions
- Leading Questions
- Assumptive Questions
- Add on questions
- Alternative choice Questions
- Background Questions
- Problem Questions
- Effect Questions
- Need Questions

Developing the relationship

- Major factor in influencing others is how well you interact Social and business rapport is the lubricant which smooth the interface of all effective communication
- Look at the things from three view point: yours, others, and by imaginings how an outsider might see things
- Avoid the temptations to challenge values and deeply held belief.
- By meetings others as frequently as possible you will consolidate the relationship
- Most people only self disclose, because they want you to enquire into what they have said or indicated in order to discover what they have in common to minimize the differences

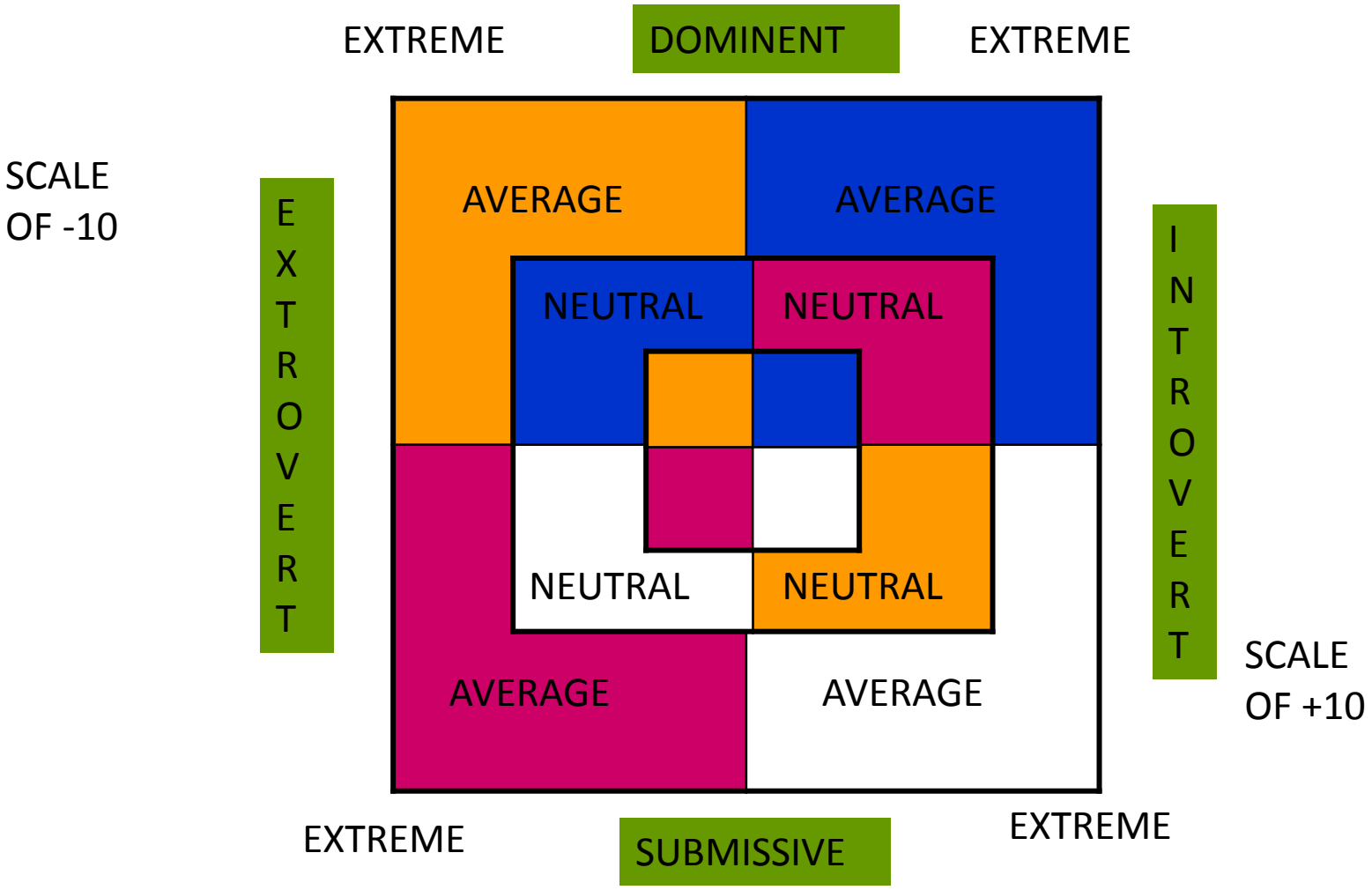
Understanding Non- Verbal Message

- Body language or non verbal communication, is a language within a language which can go unnoticed
- The non verbal contents of a communication outweigh the verbal in both accuracy and validity
- Don't ignore individual signals, but remember, a cluster of congruent signals send a powerful message
- Non verbal communication includes the clothing you choose to wear
- Does body language support your message?
- Our internal responses are reflected in our external behavior
- Watch the chances in body language – from interest to lack of interest or vice a versa

Applying the power of personality

- Everyone is different. There is no such things as right or a wrong personality. People Just think and act differently in different influencing situations
- What ever your personality it will work for you and against you as it will always be interdependent on the personality of others
- Understanding your personality can help you to decide on a variety of strategic approach with others
- Different approaches and different use of words and behavior may be required depending on the strength of other people personality
- Do not expect others to shift their personality to suit yours. Any changes must come from you if you are to succeed in influencing a greater variety of personalities

Personality Types



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Applying the power of personality

Positive characteristics

- Responsive
- Talkative
- Very Sociable
- Friendly
- Informal
- Warm
- Approachable
- Creative
- Relishes
- New Ideas
- Enthusiastic
- Good listener
- Dependable
- Passive
- People oriented

Negative Characteristics

- Undisciplined
- Poor Time keeper
- Disorganized
- Impulsive
- Gullible
- Easily led
- Impatient
- Over Generalization
- Gets Emotional
- Nostalgic
- Cautious
- Submissive
- Hates details
- Dislike Change

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Choosing the right approach – Style

- Directive /push style
- Collaborative/pull style
- Logical style
- Emotional style
- Assertive style
- Passive style
- Persuasive style
- Bargaining style

Handling Resistance - 7 steps

- Interest
- Needs & wants
- Finding out
- Desire
- Weighing it up
- Saying Yes
- Yes! I really made a good decision

Handling resistance

- Understand fragility of persuasive communication
- Avoid inappropriate words & phrases which can create unwanted, un conscious reflex negative responses
- Make certain you have provided full information & proof
- Anticipate & deal in advance with likely objection. Use empathy
- Always have answer to likely resistance. Keep it short and get agreement that the objection has been answered before moving on
- Learn to detect those behaviors which signal excuses or stalling tactics
- Use the force field analysis to identify drivers, amplify the drivers, weaken the restrainers
- Form the habit of reframing negative attitude or statements

Influencing Groups

- Plan your performance, It is the most valuable investment you can make
- Structure your session around three basic points i.e. prepare & structure, rehearse and recognize feel of fear
- Use mind maps to help you identify these and to notice how you can link common information
- Work hard to establish rapport with the group itself as well as individuals & key players
- Use future pacing, presupposition & embedded commands to reinforce your message
- Use analogy, metaphor, anecdotes, stories, reference experience, to bring life & style to performance

Influencing on Telephone

- Be polite & courteous
- Use your voice to develop rapport on the phone
- Control your rate of speech
- Be aware of the volume of your speech patterns
- Match the other person's words and speech patterns
- Use the other person name but don't over use it

Writing to win

- Remember the ABC of the influential writing : accuracy, briefness & clarity
- Think carefully how you would wish your material to be judged. Layout and presentation can go a long way towards making the document appear ‘readable’
- Do everything possible to help your readers find their way around your document
- Use as many relevant illustrations as possible
- Anticipate and deal with objections before they are allowed to rise
- Do everything possible to avoid dull, clichéd letters facsimiles, memos and electronic mail messages
- Always finish with a clear statement of what it is you would want your reader to do next.

Negotiation Skills

Negotiation is the process of getting what you want from another person, no matter what. It is an attempted trade-off between getting what you want & getting along with people

We negotiate everyday with everyone as negotiator
Children negotiate with parents for things they want
Spouse negotiate with each other over things they should buy or do this weekend, go to places etc.
Subordinate negotiate with their bosses over deadlines
Workers negotiate with their clients over services they can offer them

Negotiation happens to Convince, Agree, Resolve or Sell

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Common Mistakes in Negotiation

- Inadequate preparation
- Use of intimidating behavior
- Impatience
- Loss of temper
- Arguing instead of influencing
- Talking too much, listening too little & remaining indifferent to body language

Must work on preparation, objective, strategy & technique

Negotiation Strategies

- Vinegar – Honey Approach
- Pin point the need Approach
- Challenge Approach
- Limited Authority Approach
- Good Guy/Bad Guy Approach
- Defer Approach
- Putting the ball in others court Approach
- Emotional card Approach
- Win - Win Approach

Keep it light, smile & show charm, two important factors in negotiation… Reasonableness & Flexibility

Problem Solving & Decision making

A systematic approach to define the problem (Analytical Thinking) & creating vast number of possible solution without judging these solutions

Problem causes delay, increase in cost & degradation in performance

Problem is a the gap between the present situation & a more desirable one

Problem solving is a cognitive processing directed at achieving a goal where no solution method is obvious the problem solver - Use of Experts Problem Solvers , Subject Matter Experts or who can think of alternatives even when no clear solutions seems apparent

Problem Solving & Decision making

Rational Model of Decision Making

- Identify the problem – read the problem, listen & learn about the situation, Overcome panic
- Identify the alternative Solutions – Visualize. Discuss, Ask Questions, understand patterns explain the problem
- Gather & organize the facts
- Verify Cause & Effect – Fish Bone, 5W's , Co Relations
- Evaluate the alternatives – Vertical/Horizontal/Lateral Thinking, Feasibility
- Select & implement the best alternatives
- Get feedback & take corrective action

Problem Solving & Decision making

Classical & Behavioral Decision Theory

- Choosing the Optimum Alternative
- Choose Satisfactory Alternative
- Intuition Based Decisions
- Artificial Intelligence – Computer Programmed Fuzzy logic & neural network Decision
- Judgment – Authority Decision, Consultative Decision & Group Decisions

The factors that influence decision making are Technology, Culture & Ethics

Problem Solving & Decision making

Six C's of Decision Making

- Construct
- Compile
- Collect
- Compare
- Consider
- Commit

Each decision should past test of Return of Investment, Pay back, Net Present Value, Internal Rate of Premium , Break Even Analysis, Sensitivity Analysis

Assertiveness

Assertiveness gives a fundamental right to a human being to express. Being assertive means to stand up for without diminishing someone else rights. It gives self confidence & positive attitude towards self & others

It is a style of communication that can be used in all situation, it is distinct but relates to other style of others styles of communication such as :

Passive
Aggressive
Passive Aggressive – Assertive
Manipulative
Offensive

Guidelines for Assertiveness

- Respect the position & feeling of other party involved
- Remain in Balance
- Proceed with Malice towards none
- Make a time check
- Know what you want
- Establish Priorities
- Build Self Confidence

Assertiveness is all about honest, direct & appropriate expression of one's feeling thoughts & beliefs

Physical Assertiveness

- Walking with purpose
- Standing Tall
- Aware of Soundings
- Alert
- In control of issues
- Project Authority
- Conviction with strength
- Higher level of Freedom
- Physical Stature

How to project Assertiveness-NV

- Postures
- Moments & gestures
- Physical Distance
- Physical Contact
- Physical Appearance
- Facial Expression
- Voice strength & quality
- Eye contact
- Talking you walk/fluency
- Body language

Outcome of Assertiveness

- You stay in control
- You respect others
- Provides room for effective responsiveness
- Being assertive is efficient
- Able to influence others
- Effective interpersonal communication
- Relate to other with less conflict, anxiety & resentment
- Allow to focus on present situation
- Allow us to retain self esteem & confidence
- Acknowledge the right of others people
- Give control of our own lives by reducing helplessness

Test for your Assertiveness

Can you express negative feeling about other people & their behaviors without using abusive language

Are you able to exercise & express strengths

Can you easily recognize & compliment others achievements

Are you able to refuse unreasonable request from close quarters

Can you comfortably start & carry on conversation with others

Can you seek assistance when you need it

Emotional Quotient

IQ is ability to understand complex ideas, to adapt effectively to the environment, to learn from experience, to engage in various forms of reasoning, to overcome obstacles by taking thoughts

EQ is the capacity for recognizing our own feeling & those of others, for motivating ourselves, and for managing emotions well in ourselves & in our relationship

Components of Emotional Intelligence

- Emotional Self - Awareness
- Managing one's own emotions
- Using emotions to maximize intellectual processing & decision making
- Developing Empathy
- The Art of Social Relationship

EQ starts with emotions, being aware of them
understanding them & managing them

Emotional Competency/Maturity

- Self - Awareness
- Tackling emotional upsets
- Handling Self Esteem
- Handling Egoism
- Handling inferiority Complex
- Developing others
- Delaying gratification
- Adaptability & Flexibility
- Understanding threshold of emotional arousal
- Empathy
- Improving Interpersonal relations
- Communicability of emotions



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Let us get going ….



Ordinary people can deliver extraordinary performance through PIPE

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Thank you!



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